

## **BEACON Support Team (BST) Lead Meeting**

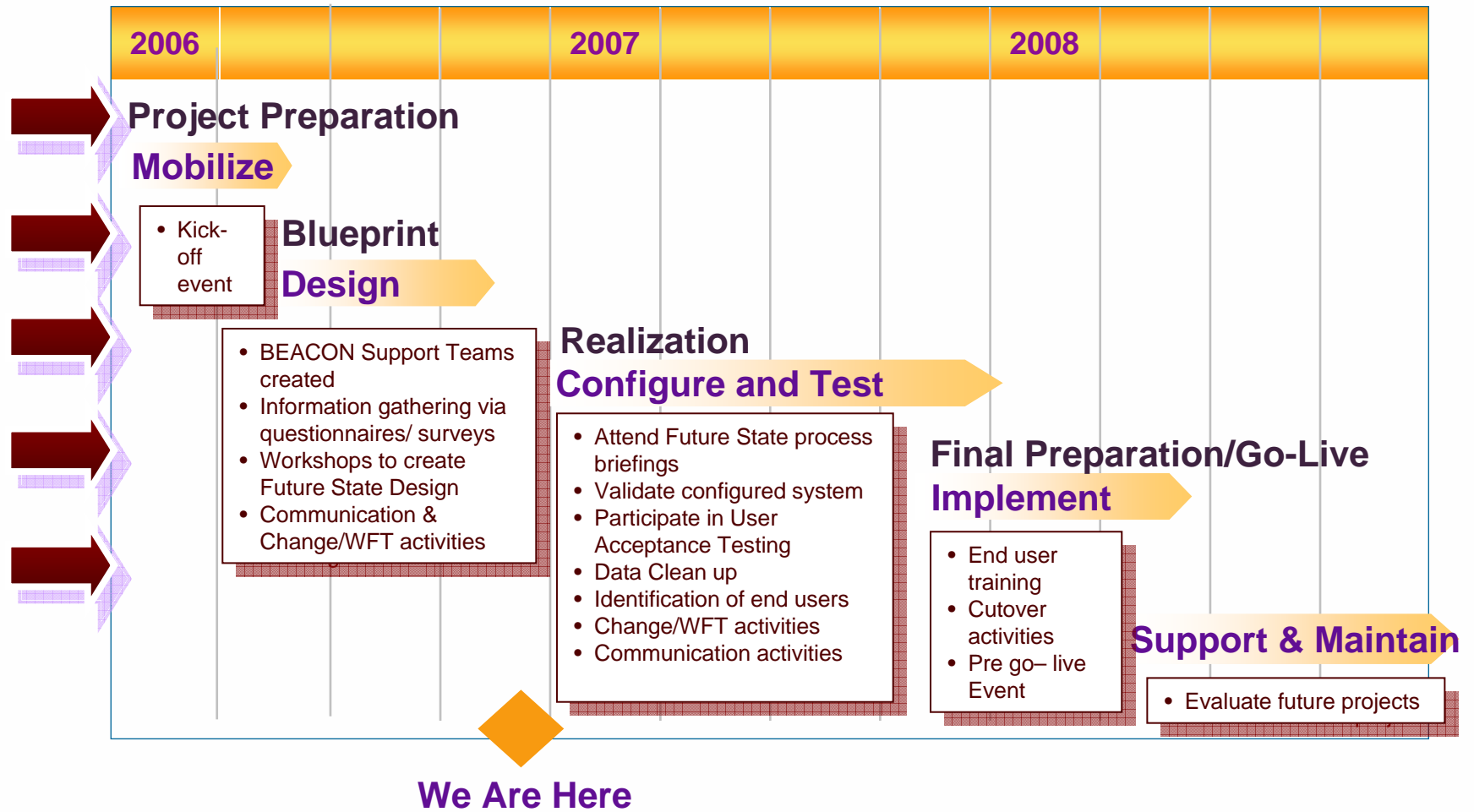
**November 14, 2006**

## Agenda

- Project Update
  - Lowell Magee
- Leadership Action Plan
  - Tom Legare
- Training Strategy Update
  - Shirley Patterson
- Change/Workforce Transition Agents Update
  - Libby Williams
- Updates from the Field
  - Edward Brodsky
- Upcoming Project Activities
  - Edward Brodsky
- Questions and Answers

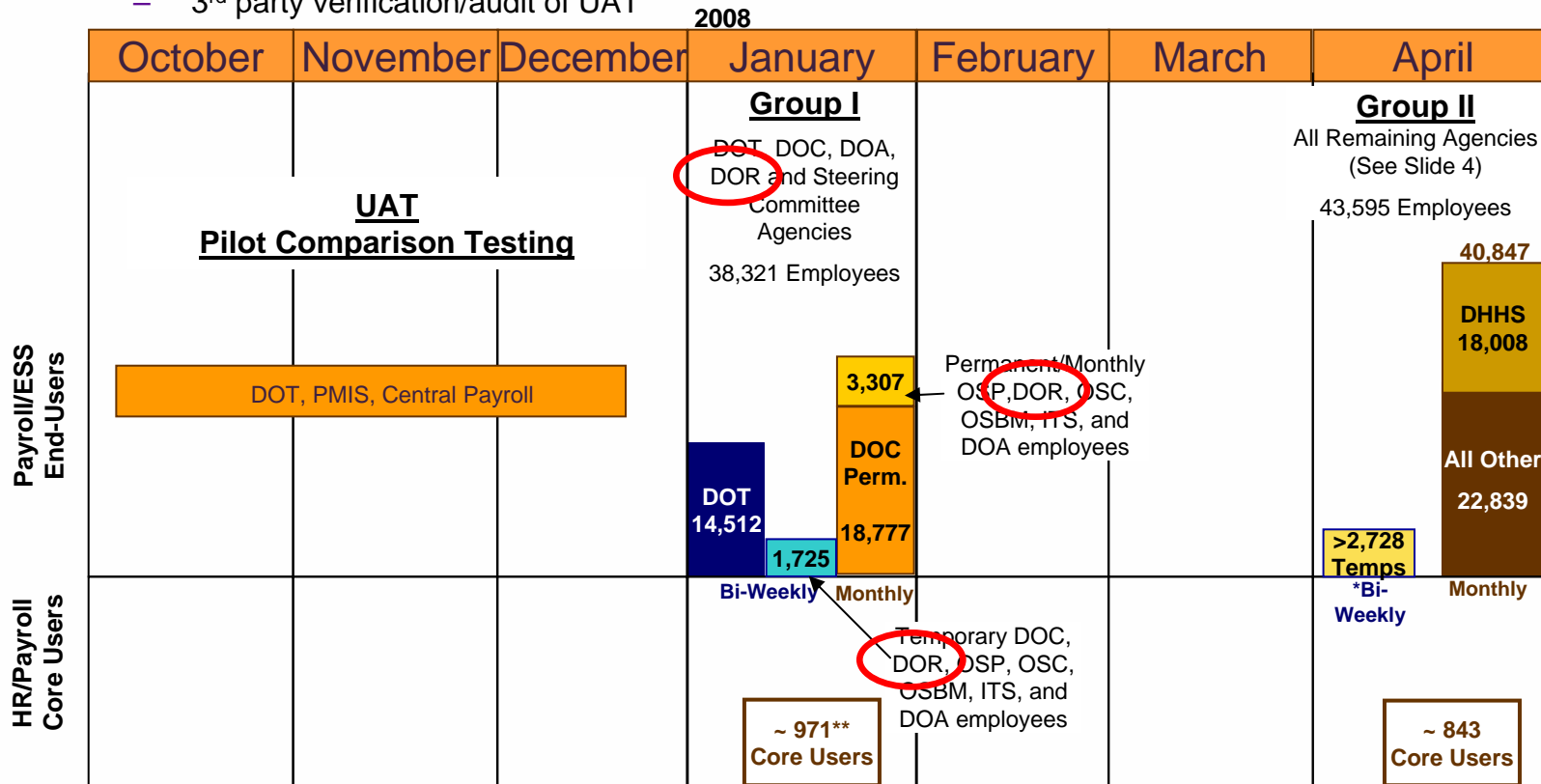
## Project Update

## Project Update



## Phased Rollout Strategy

- Department of Revenue moved to Group 1 – January 2008 Go-Live
- User Acceptance Testing (UAT) Assumptions
  - UAT is comprehensive in functional scope for all agencies
  - 3<sup>rd</sup> party verification/audit of UAT



## Deployment Group I Agencies (Jan. 2008)

Agency	Core HR/ Payroll Staff	Permanent/ ESS	Temp Employees
Dept. of Administration/Lt. Governor	6	862	490
Office of State Controller	13	94	4
Office of State Personnel	91	98	8
Governor's Office/Office of State Budget & Mgmt	8	119	11
Information Technology Services	8	424	3
Dept. of Revenue	14	1,710	351
Department of Correction	78	18,777	858
Department of Transportation	753	13,486	1,026
<b>Totals</b>	<b>971</b>	<b>35,570</b>	<b>2,751</b>
<b>Total Employees in Rollout</b>			<b>38,321</b>

\*Note: Numbers are estimated and subject to change

## Deployment Group II Agencies (April 2008)

Agency	Core	ESS	Temp
Administrative Office of the Courts	30	5,863	119
Dept. of Agriculture	36	1,260	172
Dept. of Commerce	21	739	20
Dept. of Crime Control & Public Safety	18	2,687	99
Dept. of Cultural Resources	20	749	286
Dept. of Environ. & Natural Resources	109	3,557	>310
Dept. of Insurance	5	386	3
Dept. of Justice	13	1,198	53
Dept. of Juvenile Justice	46	1,752	94
Dept. of Labor	7	405	7
Dept. of Public Instruction	7	527	74
Office of Secretary of State	6	159	1

Agency	Core	ESS	Temp
Dept. of State Treasurer	7	313	22
Dept. of Health & Human Services	451	18,008	1,084
Employment Security Commission	4	1,883	302
General Assembly/Fiscal Research	33	-	-
NC Education Lottery Commission	6	144	16
NC Housing Finance	2	101	0
NC Community College System	6	175	4
Office of Administrative Hearings	1	39	12
Office of State Auditor	5	178	2
State Board of Elections	2	47	0
State Health Plan	2	23	0
Wildlife Resource Commission	6	654	48
<b>Totals</b>	<b>843</b>	<b>40,867</b>	<b>2,728</b>
<b>Total Employees in Rollout</b>			<b>43,595</b>

\*Note: Numbers are estimated and subject to change

## Leadership Action Plan



## Definition of Change Leadership

### ONE VISION ONE VOICE



- Change leadership is crucial to the successful implementation of the BEACON HR/Payroll Project and realization of its business objectives
- It involves setting direction, demonstrating personal resolve for change and influencing others to give their support and commitment

## Organizational Leadership Risks

### **Change Challenges Identified:**

- The scale of the project and large number of state organizations affected by the changes will require the BEACON HR/Payroll Project to develop a strategic approach to leadership alignment
- Past state projects have had dual leadership and sponsorship which has often led to misalignment of issues; the BEACON HR/Payroll Project is led by a Steering Committee with sponsorship by OSP and OSC
- Leadership support for the BEACON HR/Payroll Project varies by state organization; leadership support is higher in larger organizations and lower in smaller organizations
- State leaders have not played an active role in communicating about the BEACON HR/Payroll Project to their employees
- The BEACON HR/Payroll Project system and process changes will impact numerous state employees; visible leadership support is needed to address fears pertaining to identified job role changes

### **Supporting Comments:**

- “Lack of support from agency leadership will hurt the project – you need to help them understand the importance of this initiative.”
- “Agency leaders need to support the project and help get the resources needed to make the BEACON HR/Payroll Project a success.”
- “Make sure agency leadership is involved with the project; they need to support the changes that are going to take place.”
- “Engage leadership at each agency to carry the mantra. Eliminate mixed messages.”
- “Keep agency leadership informed and hold them accountable for communicating about the BEACON Project within their respective agencies.”
- “Make sure we have a strong Steering Committee to keep things on track.”

## Leadership Action Planning

- Purpose
  - Structured approach to leadership coaching:
    - ✓ Clarifies leadership role requirements
    - ✓ Identifies and leverages personal strengths on behalf of the project
    - ✓ Results in one-on-one action planning contracts
- Value
  - Helps state leaders understand unique actions needed to support the BEACON HR/Payroll Project implementation
  - Helps state leaders enhance change management insights and skills that are transferable to their ongoing leadership roles

## Leadership Action Planning Focus

- Robert L. Powell, State Controller
- Gwen Canady, Chief Deputy State Controller
- Thom Wright, State Personnel Director
- Mark Foster, CFO, NC Department of Transportation
- George Bakolia, State CIO
- Charles Perusse, Deputy State Budget Director
- State Agency Secretaries/Commissioners
- SEANC

## Leadership Action Planning Objectives

1. ***Clearly and visibly champion the operational vision and business process standardization goals*** of the BEACON HR/Payroll Project, the need for change, and benefits to be realized by the State.
2. ***Focus attention of state employees on what is strategically important*** to realize BEACON HR/Payroll business benefits through on-going face-to-face communications.
3. ***Visibly support BEACON HR/Payroll Project implementation activities*** by helping to remove “road blocks” so BEACON Support Teams (BSTs) can execute implementation tasks, and by providing resources with the “right type” of skills to participate as BST members.
4. ***Hold state leaders accountable for championing BEACON HR/Payroll workforce transition changes*** within their respective organizations in order to gain support and assistance from their employees.

## Leadership Action Planning Objectives

5. **Commit to specific leadership actions to support the implementation of a BEACON HR/Payroll support organization** and its new operational support processes.
6. **Tell state employees how the BEACON HR/Payroll Project will impact them.** Address state employees concerns through targeted “just-in-time” communications. Don’t wait until all aspects of the BEACON HR/Payroll Project are finalized before things are communicated.
7. **Communicate that BEACON HR/Payroll training participation is mandatory** to affected managers and staff, and promote their participation.
8. **Acknowledge efforts and achievements, and reward successes.** Maintain momentum and reward the BEACON HR/Payroll Project and BST members for reaching various milestones throughout the project lifecycle.

## Training Strategy Update

## BEACON Training Assessment Data Collection

- Meet with Key Users and Agency Leads
- Analyze SAP transaction data
- Conduct end-user surveys
- Review existing training materials
- Interview IT management
- HR Data – employee and job information
- Other state projects – lessons learned



## BEACON Training Assessment

- User Analysis / Profile
  - + Curriculum
  - + Course Standards
  - + Logistics Assessment
  - + Deployment Plan
  - + Facilities Plan
  - + Tools Assessment
  - + Resource / Staffing Requirements
- Training Strategy (by mid-December)**



## Training Agents by Agency

**Administrative Office of the Courts**  
Cindy Bizzell, Steve Hutson

**Dept. of Administration**  
Elaine Barnes, Cathy Green

**Dept. of Agriculture & Consumer Services**  
Mary Gilliam, Pam Taylor

**Dept. of Commerce**  
Terry Bell

**Dept. of Corrections**  
Kathy Reitzel

**Dept. of Crime Control & Public Safety**  
Terri Butler

**Dept. of Cultural Resources**  
Elaine Beck

**Dept. of Environment & Natural Resources**  
Rita Richardson

**Dept. of Health and Human Services**  
Barb Kunz, Mary Kendall

**Dept. of Insurance**  
Tami Luckwaldt, Felicia Burnside

**Dept. of Justice**  
Alan Sanders

**Dept. of Juvenile Justice & Delinquency Prevention**  
Sylvia Williams

**Dept. of Labor**  
Becky Brown

**Dept. of Public Instruction**  
Jack Stone

**Dept. of Revenue**  
Lora Coleman

**Dept. of the Secretary of State**  
Bruce Garner

**Dept. of the State Treasurer**  
Stephanie Beard

**Dept. of Transportation**  
Angela Faulk

**Employment Security Commission**  
Larry James

**Information Technology Services**  
Linda Levine

**NC Education Lottery**  
Margaret Bode

**NC Housing Finance**  
Diane Kiel

**Office of State Budget & Mgmt**  
Ursula Hairston

**North Carolina Community College System**  
Jane Phillips

**Office of Administrative Hearings**  
Arlo Lund

**Office of State Personnel**  
Kris Micholoski

**Office of the State Auditor**  
Charles Duckett

**Office of the State Controller**  
Terry Senter

**State Board of Elections**  
Johnnie Mclean

**State Health Plan**  
Gwen Tann

**Wildlife Resources Commission**  
Eli Warren

**NC School of Science & Math**  
Linda Pickett

**NC School for the Arts**  
Walter Harris

## Change/Workforce Transition Agents Update

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- The on-boarding workshops will be held on Wednesday, December 6<sup>th</sup> at the Bush Street BEACON office.
- Two sessions will be held:
  - 8:30am - 11:00am
  - 1:00pm - 3:30pm
- Verification of Change/Workforce Transition agents must be completed today. Invites to on-boarding workshops will be sent out tomorrow



## Change/Workforce Transition Agents by Agency

**Administrative Office of the Courts**  
Margaret Wiggins

**Dept. of Administration**  
Elaine Barnes

**Dept. of Agriculture & Consumer Services**  
Ben Harward

**Dept. of Commerce**  
Shannon Hobby

**Dept. of Corrections**  
Jean Burke, Wayne Holliday

**Dept. of Crime Control & Public Safety**  
Meredith Weinstein

**Dept. of Cultural Resources**  
Mollie Schnell

**Dept. of Environment & Natural Resources**  
Joe Stroup

**Dept. of Health and Human Services**  
Paula Woodhouse

**Dept. of Insurance**  
Ronnie Condrey

**Dept. of Justice**  
Alan Sanders

**Dept. of Juvenile Justice & Delinquency Prevention**  
Linda Washington

**Dept. of Labor**  
Becky Brown

**Dept. of Public Instruction**  
Becky McConkey

**Dept. of Revenue**  
Frank Rogers

**Dept. of the Secretary of State**  
Bruce Garner

**Dept. of the State Treasurer**  
Rhonda Langston, Stephanie Beard

**Dept. of Transportation**  
Herbert Henderson, Angela Faulk, Kathi Johnson

**Employment Security Commission**  
Anne Lasley

**Information Technology Services**  
Pam Frazier

**NC Education Lottery**  
Anna Clayton

**NC Housing Finance**  
Diane Kiel

**Office of State Budget & Mgmt**  
Ursula Hairston

**North Carolina Community College System**  
Jane Phillips, Alice L. Smith

**Office of Administrative Hearings**  
Elsie Underhill, Camille Winston

**Office of State Personnel**  
Brenda Warburton

**Office of the State Auditor**  
James Forte

**Office of the State Controller**  
Gwen Canady

**State Board of Elections**  
Johnnie McLean

**State Health Plan**  
Gwen Tann

**Wildlife Resources Commission**  
Carol Batker

**NC School of Science & Math**  
Germaine Brewington

**NC School for the Arts**  
Beth Cox

STATE OF NORTH CAROLINA  
OFFICE OF THE STATE CONTROLLER

## Updates from the Field

## BST Lead Updates and Plans

- The following BST Leads will provide an update of their agency's progress:
  - Jim Newman, DOI
  - Alan Sanders, DOJ
  - Byron Harris, DOC
- Volunteers for next month?
  - Please contact the BEACON Change/Communications team if you want to volunteer to present at the next BST Lead meeting

## Upcoming Project Activities





## Upcoming Project Activities

### What do we need from you?

- Communicate BEACON HR/Payroll Project information to agencies
- Send the updated Training Agent contact information to [Shirley.Patterson@ncosc.net](mailto:Shirley.Patterson@ncosc.net)
- Contact the BEACON Change/Communications team if you are interested in volunteering for next month's agency update
- Examine BST Scorecard information on BEACON website to determine areas that need to be addressed

## Upcoming Project Activities

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### What can you expect from us?

- Facilitate on-boarding workshop for the Change/Workforce Transition Agents
- Schedule training agent interviews
- Present a high level project plan and agency resource overview
- Update BEACON HR/Payroll Project website on weekly basis

**Questions?**



## Upcoming BST Lead Meetings

Date	Time
Tuesday, December 12, 2006	10 am – 11 am
Tuesday, January 30, 2007	10 am – 11 am
Tuesday, February 27, 2007	10 am – 11 am
Tuesday, March 27, 2007	10 am – 11 am
Tuesday, April 24, 2007	10 am – 11 am

**Check out the BEACON HR/Payroll Project website at:**

**[www.beacon.nc.gov](http://www.beacon.nc.gov)**



## BEACON HR/Payroll Project Resources

If you have any questions pertaining to the BSTs, communications, or change activities please contact:

- **Edward Brodsky**  
edward.brodsky@ncosc.net  
Phone: 919-431-6520
- **Shirley Patterson**  
shirley.patterson@ncosc.net  
Phone: 919-431-6626
- **Tyler Jones**  
tyler.jones@ncosc.net  
Phone: 919-431-6523
- **Libby Williams**  
libby.williams@ncosc.net  
Phone: 919-431-6623